Destination Branding
A Qualitative Case Study of Local Stakeholders’ Practices in Mombasa, Kenya

https://tourthetropics.com/guides/top-tourist-attractions-kenya/

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Abstract
The tourism industry is today the most powerful driver of economic growth and development. Globalization plays a big role in diminishing traveling barriers across the globe, which has led to increased competition between destinations to identify themselves and delineate how they want to be perceived by tourists. In this case, developing a clear destination brand identity is paramount for success. Tourism destinations are complex; they are multidimensional and so are their consumer needs and stakeholders interests. The focal point of this research was on destination branding; it is crucial to have all the stakeholders on board. Consequently, a destination brand has to reflect the authentic identity of the destination hence differentiating it from its competitors. The purpose of the research was to explore stakeholders’ practices in destination branding, their attitude, experiences and expectations of branding Mombasa. The research was based on qualitative method where primary data was gathered through face to face interviews with the tourism stakeholders in Mombasa, and data collected was analysed using content analysis. The key findings include; lack of unity among stakeholders, Mombasa has not been branded, inadequate funds for branding Mombasa, and need for product diversification. The research concludes by suggesting step by step approach for branding the destination.

Keywords: Branding, Identity, Mombasa, Stakeholders, Partnership
Declaration

I, Sharon Mwamburi, hereby affirm that this is my own input. All other patrons have been acknowledged in the text and listed in the reference section.

Sincerely

Sharon Mwamburi
Acknowledgement

With utmost gratitude, I would like to thank all who supported me in making this project a success. First and foremost, I would like to thank my supervisor and program coordinator Saeid Abbasian for his guidance, support and insights. I would like to thank Christian Widholm as well for his guidance on the literature review. I appreciate the outstanding support from all the people who helped in my data collection for their time, participation and their contribution to the project. I would also like to express special thanks to my colleagues and everyone who contributed to the success of this project through guidance, encouragement and insights.

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Abbreviations

KTB       Kenya Tourism Board
KNBS      Kenya National Bureau of Statistics
UNESCO    United Nations Educational, Scientific, and Cultural Organization
UNWTO     United Nations World Tourism Organisation

Definitions

Brand - a name, symbol or design that identifies and differentiates a product from other products

Brand Identity - All the components related to a product, service, company, or person is “brand identity.” Some of these items are the name, logo, tone, tagline, typeface, and shape that create an appeal.

Brand image – is an impression in the consumers mind of a brand's total personality which is developed over time through advertising campaigns with a consistent theme, and is authenticated through the consumers' direct experience.

Destination Branding - activities relating to destination marketing, which are aimed at promoting a destination through building a linked brand, whilst the purpose is to give value to the destination, so that tourists or travellers are able to recognize and share the brand identity.

Differentiation - is the process of distinguishing a product or service from others, to make it more attractive to a particular target market

Partnership - an association of two or more people or companies as partners

Stakeholder - is a member of groups without whose support the organization would cease to exist
1. Introduction

In the introductory chapter, the author discusses the background, tourism in Kenya, area of case study, Mombasa, problem discussion, problem statement in relation to the case study area, aim and the research questions. Thereafter, delimitation and disposition of the dissertation will be presented.

1.1 Background of the Study

Globalisation has a distinct significance to the advancement of nations, hence could not be possible without trade and commerce consequently bringing in a different aspect; products and services are not determined by systems in which they are produced but by demand from consumers (Porter, 2000). Equally, tourism has an economic relevance both globally and locally, hence capturing attention from academia, researchers, policy makers and business sphere; tourism plays a huge role in the worlds’ economy, where crafting a clear brand is crucial in order to be lucrative in the market sphere (O’Neil & Charters, 2000). In today’s globalized, networked world, destinations compete with each other for a share in the world’s consumers, tourists, businesses, investment, capital, respect and attention (Kerr, 2006). Therefore it is not startling over the past two decades, there has been increasing interest on how destinations identify, develop and communicate their idiosyncrasies to the public.

Destinations progressively focus on advancing and managing their image in order to achieve a good differentiated position within the global competitive market (Bastida & Huan, 2014; Garcia, Gomez & Molina, 2012; Horng & Tsai, 2012; Foxell & de Trafford, 2010; Buhalis, 2000). Due to growing competition among destinations, destination marketing and advancement of destination brands have become strategic tools for survival in the competitive market place of the contemporary tourism landscape. Morgan, and Pritchard (2004), note that most leading destinations offer superior services, accommodation, attractions, and facilities which are no longer differentiators hence destinations need to portray a more unique identity.

Destinations have been able to achieve a unique identity by shifting their marketing endeavours towards branding (Buhalis & Law, 2008). This is because, organisations in charge of attracting visitors do not have full control of all marketing tools, i.e., product development, price of services among others; however, they have the capability of influencing the image communicated to the market (Datzira-Masip & Poluzzi, 2014). Destinations are multidimensional; hence the general marketing dynamics cannot be applied to tourism destinations since they have a myriad of stakeholders with different interests and diverse products and services. Destination Marketing Organizations (DMOs) are faced with challenges of how to implement appropriate models, defining public policies that encapsulate all stakeholders’ interests (Bornhorst, Ritchie & Sheehan, 2010). Due to competition between destinations, globalization and global economic development has led to competition not only among destinations but also among cities (Florida, 2006).
Cities play an important role in economic development by achieving economies of scale, agglomeration, localization and providing efficient infrastructure and services through density and transportation, communication, power, human resources, water and sanitation services (Florida, 2006). Cities are believed to influence the inflow of investment in a country, which eventually leads to development of multilateral trade (Wade, 2003). It is stated that, cities with good governance tend to perform well in attracting and retaining investments (Florida, 2006). Porter (2000) argues that, competition among cities do not only revolve around attracting investors but also attracting potential tourists to cities which portray positive images of their past, present, future strengths and positive features.

Tourism departments play an important role in marketing cities through different channels in order to promote positive image to prospective tourists. Many a times, these efforts do not yield the desired effect due to lack of vision, strategy, planning and partnership with all stakeholders who provide a good cutting-edge in delivering the desired image (Luthans & Youssef, 2004). The most essential features to include when building a city brand include; the socio-economic factors, physical, culture and organisation (Richards & Wilson, 2006). Consequently, cities are also conceived to be touristic destinations given their characteristics and geographical positions. Branding is a weapon used in marketing destinations; for decades, managers have encountered increasing competition, substitutability and product similarity (Tasci & Kozak, 2006). Most leading destinations globally offer superior products and services which are no longer differentiators (Morgan & Pritchard, 2004); as a result, destinations need to depict a unique identity.

1.2 Tourism in Kenya
Kenya is located on the Eastern side of Africa, with a coastline on the Indian Ocean. Its environs include; lake lands, mountain highlands, savannah and the Great Rift Valley (Kivuva, Yegon & Ndue, 2017). Kenya has a population of 49,699,862 million people (World Bank, 2017). It’s an example of a developing country that has embraced tourism as a tool for economic development; it is perceived as Africa’s most popular safari destination (Akama, 2004). Consequently, Schubert, Brida and Risso (2011) emphasize that tourism has a decisive role on the long-term growth of developing countries through foreign exchange earnings, human capital, investments and stimulators from diverse industries.

Similarly, its capital city Nairobi is referred to as the East Africa’s Economic hub (Akama, 2004). Kenya’s success as a popular long-haul destination offering a combination of beach holidays and wildlife safaris attracts visitors globally, mostly from Europe, North America and Asia (Kenya National Bureau of Statistics, 2018). It is also important to note that, Kenya receives 23% of the total international tourist arrivals from the continent of Africa (see table 1). The relative importance of tourism in Kenya’s economy has risen steadily over the last four decades, as the largest single source of foreign exchange (KNBS, 2018). In 2017 alone, Kenya received a total of 1,235,400 million international tourists, higher than the previous year 2016. Furthermore, both international and domestic tourists constitute of a total of 4,880,544 million in 2017 (Kenya Tourism Board, 2018).
Table 1 Departing Visitors by Country of Residence and by Purpose of Visit, 2015-2017

<table>
<thead>
<tr>
<th>Country of Residence</th>
<th>Holiday</th>
<th>Business</th>
<th>Transit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>79.3</td>
<td>81.0</td>
<td>83.8</td>
<td>9.1</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>132.2</td>
<td>129.6</td>
<td>124.9</td>
<td>28.0</td>
</tr>
<tr>
<td>Switzerland</td>
<td>11.3</td>
<td>9.3</td>
<td>10.9</td>
<td>2.1</td>
</tr>
<tr>
<td>Italy</td>
<td>40.4</td>
<td>42.3</td>
<td>45.5</td>
<td>7.5</td>
</tr>
<tr>
<td>France</td>
<td>21.3</td>
<td>23.2</td>
<td>24.2</td>
<td>4.0</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>31.3</td>
<td>33.1</td>
<td>34.1</td>
<td>5.8</td>
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<tr>
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<td>70.3</td>
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<tr>
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<td>118.3</td>
<td>120.1</td>
<td>15.5</td>
</tr>
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<td>Canada</td>
<td>22.5</td>
<td>19.4</td>
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<tr>
<td>TOTAL NORTH AMERICA</td>
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<td>137.7</td>
<td>144.5</td>
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<tr>
<td>Uganda</td>
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<td>39.3</td>
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<td>9.4</td>
</tr>
<tr>
<td>Tanzania</td>
<td>23.1</td>
<td>26.0</td>
<td>19.4</td>
<td>4.4</td>
</tr>
<tr>
<td>Other Africa</td>
<td>191.0</td>
<td>177.1</td>
<td>149.0</td>
<td>36.0</td>
</tr>
<tr>
<td>TOTAL AFRICA</td>
<td>251.7</td>
<td>242.5</td>
<td>208.3</td>
<td>49.7</td>
</tr>
<tr>
<td>India</td>
<td>45.6</td>
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<td>68.8</td>
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</tr>
<tr>
<td>Japan</td>
<td>8.3</td>
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<td>8.9</td>
<td>1.6</td>
</tr>
<tr>
<td>Israel</td>
<td>3.0</td>
<td>2.7</td>
<td>2.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Other Asia</td>
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<td>60.7</td>
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<tr>
<td>TOTAL ASIA</td>
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<td>139.6</td>
<td>33.0</td>
</tr>
<tr>
<td>Australia and New Zealand</td>
<td>18.3</td>
<td>20.2</td>
<td>23.8</td>
<td>3.4</td>
</tr>
<tr>
<td>All Other Countries</td>
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<td>11.7</td>
<td>13.1</td>
<td>3.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>942.4</td>
<td>937.9</td>
<td>927.6</td>
<td>181.4</td>
</tr>
</tbody>
</table>

* Provisional

† Excludes visitors whose purpose of visit is "Other"

Source: KNBS, Economic Survey, 2018

The figure below shows a map of Kenya, its neighbouring countries, location in the continent of Africa, the capital city (Nairobi) and all other major cities, airports, national parks, reserves and the area of the case study, Mombasa highlighted with a red circllet (see figure 1).

Figure 1: A map of Kenya and its location, the capital city (Nairobi), Mombasa and other attractions.

Source: http://www.african-pride.co.uk/kenya/: edited by Author
1.2.1 Area of Case Study, Mombasa

The study project focuses on Mombasa which is located on the South East of Kenya along the Indian Ocean and borders Kilifi County to the North, and Kwale County to the South West (see figure 1 above). Mombasa is divided into zones namely; the North Coast, South Coast, and Mombasa Island (see figure 2 below). The city has an area of 229 km², and a population of 1,106,444 million people (KNBS, 2017). It is the second largest city in the country after Nairobi. The main economic sectors in the region of Mombasa include; Tourism, Banking and Finance, Trade, Agriculture, Mining, Manufacturing and processing industry (Mombasa County, 2019).

Mombasa being an ancient town dating way back in the 12th century, it’s a home for several tourists’ attractions including Fort Jesus Museum which is listed as one of the world heritage sites (UNESCO World Heritage site, 2019), the Likoni ferry, gigantic Elephant Tusks, old town, old port, attractive sandy beaches, the Mombasa Marine Park, Haller Park and Butterfly Pavillion, endowed with culture, museums and monuments, water sports, events, entertainment and nightlife (Mombasa County, 2019). It is believed to be the bedrock of the Kenyan tourism industry due to its characteristics and geographical position (Magical Kenya, 2019). Tourism and related activities in Mombasa account for over 68 per cent of the wage employment (Mombasa County, 2019).

Figure 2: Mombasa County, the Island, North Coast and South Coast

Source: http://www.mombasa.go.ke
The second largest airport in Kenya is located in Mombasa, Moi international Airport (see figure 2 above). Figure 3 below present’s tourists’ arrival on a monthly basis through Moi International Airport in 2016 and 2017. The total number of tourists’ arrival in 2017 increased by 8 percent from 92.9 thousand in 2016 to 100.3 thousand in 2017. The highest number of tourists’ arrival at Moi International Airport was recorded in December 2017 (see figure 3) (KNBS, 2018).

**Figure 3: Monthly International Tourists’ Arrivals at Moi International Airport, 2016-2017**


Mombasa is a metropolitan city with a cosmopolitan population consisting of the Mijikenda and Swahili people as the dominating population. Mombasa is known for its exotic mix of culture, rich history, and Island’s pace of life and an array of leisure activities (skalkenya 2018). The main religions practised in Mombasa include Christianity, Islam and Hinduism which is affiliated with missionaries and traders who settled in the city many centuries ago. Mombasa is the leading tourist centre in East Africa, has high concentration of tourism hospitality facilities and infrastructure (Akama & Kieti, 2007).

Mombasa and its neighbouring towns receive over one third of international tourist arrivals in Kenya (see table 1) (KNBS, 2018). Similarly figure 4 below present the number of bed nights occupied at the Coast by zone in 2016 and 2017 respectively. The North Coast is the most preferred destination by tourists compared to the South Coast in 2017 which was vice versa in 2016. The total number of bed nights occupancy in the North Coast increased by 32.1 percent from 1,114.4 thousand in 2016 to 1,641.6 thousand in 2017. Bed-nights occupancy within Mombasa Island increased by 5.6 percent from 197.2 thousand in 2016 to 209.0 bed-nights in 2017. However, bed-nights occupancy rate in the South Coast dropped by 12.2 percent from 1,057.8 thousand to 928.1 thousand in 2017. Further, bed-night occupancy in Kilifi, Malindi and Lamu remain low over the two years (KNBS, 2018). To sum up, we can see there was an increase in the total number of bed night’s occupancy from 2,369,400 million in 2016 to 2,778,700 million in 2017.
On both regional and global scale, destinations are striving for a place in the global economy, neither is Mombasa an exception. Mombasa faces competition from regions adjacent such as Zanzibar. In order to have a unique proposition in the contemporary tourism landscape, there is need to brand Mombasa. A compelling destination brand gives guests a surety of quality experience, which singles out and differentiates a destination by conveying assurance of a remarkable experience that exclusively correlates with the destination (Qu, Kim & Im, 2011).

1.3 Problematization and Purpose of the study
Branding has become the basis of survival within the global competitive market, where major destinations attract approximately 70% of the global tourism market (Buhalis & Licata, 2002). Branding is relatively new in the academic research; the first journal on this topic was published in the late 1990s (Dinnie, 2004). Studies by Dinnie, Melawar, Seidenfuss and Musa (2010) illustrate that the field of destination branding is distinguished by an increasingly large amount of real world activities but there is no relatively precise theory building, hence the domain of destination branding remains undertheorized. Recent efforts to establish frameworks for destination branding, occur and stress that destination branding has special features that need to be understood (Saraniemi, 2011).

Corporate and service branding approaches have decisive and useful similarities with destination branding (Kavaratzis & Ashworth, 2005). However, there are emerging streams in marketing and branding literature that recognize companies and their stakeholders co-creating value (Merz, He, & Vargo, 2009; Payne, Storbacka, Frow, & Knox, 2009). The aspect of co-creation appears to be useful in tourism destination framework, where consumption and co-
production is experienced in a collective manner (Payne, Storbacka, & Frow, 2008; Saraniemi, 2011). Nevertheless, the approach of co-creation of brands has received less attention in destination branding literature, in spite; destination branding has gained compelling attention from academic research, empirical knowledge is still scarce.

Buhalis (2000) demonstrate that, examining the demand and supplier sides contributes to branding in creating advantages through differentiation, such as easier decision making process, destination loyalty and prospective reduced costs. Nevertheless, one of the most challenging tasks in branding is true differentiation (Park, Maclnnis, Priester, Eisingerich & Iacobucci, 2010). On the other hand, Morgan and Pritchard (2004) asserts that most leading destinations offer superior services, accommodation, attractions, and facilities which are no longer differentiators which Mombasa is not an exception. Mombasa’s authentic differentiation lies in its identity in tourism. Steyn (2015) describes Mombasa as unique in the East African context mainly because of its island-focused urban pattern.

Mombasa is renowned for its numerous attractions, rich history and culture, which attracts tourists to the destination; it is believed to be the bedrock of Kenyan tourism. Tourism and related activities in Mombasa account for over 68% of the wage employment, and a foreign exchange earner boosting the economy of the city and the nation at large. Consequently, Schubert, Brida and Risso (2011) demonstrate that tourism has an important role in the long-term growth of a destination through foreign exchange earnings, human capital, investments and stimulator of other industries. Taking into account the concerns within marketing, Mombasa is a brand by itself and its identity encompass important functions for advanced brand enhancement. Fan (2006, 2010) affirm that, a destination has an image with or without branding. It is also crucial to accentuate on the role of tourism in the global economy.

According to UNWTO (2019) statistics, the growth of tourism in the recent years profess that the sector is today the most powerful driver of economic growth and development. The worldwide international tourists’ arrivals increased by 6% to 1.4 billion in 2018, above the 3.7% growth registered in the global economy hence having a positive GDP surpassing the long-term forecast for 2020 (UNWTO, 2019). Administering a developed brand for Mombasa, therefore, will have additional benefits for the city in a macroeconomic level. The image of a destination is the amalgam of beliefs, ideas and impressions that people have about the destination (Kotler, Haiderr, & Rein, 1993): Anholt (2007) illustrates that, how the image of destination A bespeak through the minds of people of destination B.

Consequently, understanding the views of tourists about their envisioned experience is crucial. In order to enhance a destination image, stakeholders need to identify the alternative sources of visitors to recognise the beliefs, ideas, impressions and natural, historic and service oriented differentiating image features of the destination. Similarly, Hakala, Lemmetyinen and Kantola (2013) emphasize that, branding plays a crucial role in reinforcing visitor recognition about the image of a destination. However, Fan (2006, 2010) argues that, a destination has an image with or without branding. Branding a destination image includes promoting the image of the destination inherits for a long time and exquisitely presenting the image more attractively where possible (Fan, 2006; Hakala, Lemmetyinen & Kantola, 2013)
Therefore, in order to intensify visitors’ awareness about the image of Mombasa, evaluating alternative sources of visitors’ awareness is crucial; giving example; in terms of international destinations, the distinct internationalisations continuums of destinations through which visitors receive information, advancing their perceptions and perceived image would be significant to promoting and branding the image of Mombasa. Mombasa has had a high influx of tourists considering the high rate of bed occupancy levels and a thriving entrepreneurial industry with high foreign exchange and revenue streams (KNBS, 2018); signifying a steady and reliable tourism destination. However, Mombasa still has potential to attract more tourists.

In the past five years, tourism in Mombasa declined due to insecurity, terror attacks and poor infrastructure (Blanchard, 2013). Further, the financial sector has not been attractive to potential investors in the industry citing risks of no return on investment hence lack of jobs for the local population where most households dependent on the tourism industry (Blanchard, 2013). In 2017, the city received a total of 2,778,700 tourists both domestic and international; however, being a renowned destination Mombasa has the potential to attract more tourists hence the need to understand how the city is branded, stakeholders’ perceptions and practices. Extensive branding of the destination will yield benefits such as; demystify negative publicity, customer retention, facilitate and build strong cooperation amongst different agencies to promote visibility of Mombasa, educate stakeholders on their roles and contribution to the industry.

1.3.1 Aim
The aim of the research is to explore stakeholders’ practices in destination branding, their attitude, experiences and expectations of branding Mombasa.

1.3.2 Research Questions
i. What are the roles of stakeholders in crafting a durable brand of Mombasa?
ii. What are the critical factors that are considered when crafting the brand?
iii. What image do they intend to portray of Mombasa to their potential customers?

1.5 Delimitation
Delimitations delineate the scope of a research project. The focal point of the research is destination branding on a city level. In that case, the city in focus is Mombasa. The study focus is on the stakeholders’ outlook, practices, attitudes and expectations on destination branding of Mombasa. The respondents in the study were stakeholders in the tourism industry working in respective organizations in charge of branding. The research does not intend to analyse the six success factors of destination branding as outlined by Hankinson (2010). Rather, the research focus is on stakeholder management, brand architecture (procedure of crafting the brand), reality and finally the brand identity of Mombasa. The research is delimited to study of stakeholders working within destination branding of Mombasa at a city
Finally, it is worth mentioning that the research design in itself is related to the above mentioned delimitations, since the research questions define the scope of the study.

1.6 Disposition of the Dissertation
The research is composed of six sections to create a clear overview for the reader. With introduction to the topic, the reader is introduced to the general background of the study, tourism in Kenya, area of case study, problem discussion, problem statement, aim of the study, and the research questions are explained. Finally, the scope of the research is presented. What follows is the method chapter. This section presents descriptions and discussions of the approach, methods including data collection and analysis applied in the study. Further, validity, reliability and ethical concerns considered by the author are illuminated.

The third section presents the literature review of existing literature addressing destination branding, covering the subject and theories of destination branding. Earlier research on destination branding, relevant theoretical models, description and their explanations are presented hence providing the base of the research. Hereafter, the empirical chapter is presented. The findings based on conducted empirical research in Mombasa are illustrated in detail. Section five presents the Analysis. A cross-case analysis of empirical data is provided in this section. The empirical findings are compared and discussed in relation to the previous studies in order to answer the research questions.

Finally, the last section introduces the conclusions. This section derives conclusions from the research by providing linkages to the purpose and research questions. The research concludes by suggesting step by step approach for branding the destination. Recommendations for further research are suggested.
2. Method

In this section, the reader is informed on the method and approach used when gathering and analysing data. First, the author presents the research design employed on the study then; the research method is illuminated and discussed. Thereafter, the data collection method is discussed, how the data was collected and analysed. Lastly, validity, reliability and ethical issues are discussed.

2.1 Research Design

There is no previous research done on the role of stakeholders in destination branding of Mombasa, in this case, an exploratory approach seems most appropriate. In the light of discovery about real-life situations, any relevant exploration of peoples’ perceptions is likely to require a phenomenological approach. A phenomenological approach is used when researchers wish to explore peoples’ perceptions, attitudes, feelings and experiences towards a phenomenon that has not been researched on or is not well defined and there is need for clarity (Giorgi, 2009). Bryman (2016, p. 392) refers to the approach as seeing things through the eyes of others.

2.1.1 Qualitative vs Quantitative methods

There are two main research methods; quantitative research and qualitative research method. Qualitative and quantitative research methods have been extensively used by researchers for many decades. Creswell defines quantitative research as;

“an inquiry into a social or human problem, based on testing a theory composed of procedures, in order to determine whether the predictive generalizations of the theory hold true” whilst qualitative research is “an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of respondents, and conducted in a natural setting” (Creswell, 1994, p. 1-2).

Bryman (2016, p. 32) correspondingly considers quantitative research as a research strategy that emphasizes on quantification in the collection and analysis of data whilst qualitative research as a research strategy that emphasizes on words. Gay & Airasian (2002) defines quantitative research as a compilation of data in order to explain, predict and control phenomena of interest and qualitative research as a collection of considerable amount of data on many variables over a certain period of time, in a natural setting, in order to gain intuition not possible using quantitative research.

Silverman (2015) notes that quantitative research permits researchers to familiarize themselves with the phenomenon to be researched and possibly come up with a hypothesis to be tested; this means the intensity is on facts and causes. Secondly, the data collected is in form of numbers that can be quantified and summarized, a mathematical process is used for analysing the numeric data collected and the results are communicated in statistical
terminologies (Silverman, 2015). Merriam & Tisdell (2015) note that qualitative research permits the researcher to interact with the phenomenon in its natural state and the data collected is obtained from real-world settings.

While both research methods are equally accepted and used in carrying out research, the main disparity between them is in data collection and analysis (Brannen, 2017). The focus has always been on the differences of the research methods, however it should be noted that, there are similarities between quantitative and qualitative research methods that never get to see the light of the day.

2.1.2 Similarities and Differences between Qualitative and Quantitative Method

Similarities include; they both involve collecting large amounts of data that is later reduced to make sense. They revolve around answering questions despite the difference in the nature of the questions. They are eager to examine how people and some of the factors connected to the variation while frequency is treated as a springboard for analysis. They ensure intentional misrepresentation does not occur. They both emphasize on clarity about their procedures and how their findings were arrived at. They both try to avoid errors hence ensuring that the research methods are suitable for the research questions (Bryman, 2016, p. 31-36).

Even though there are clear similarities between quantitative and qualitative research methods, it is worth to recognize the differences as well. There are eleven significant differences between qualitative and quantitative research as stated by Bryman (see table 2). Table 2 below explores these themes on which the two research traditions differ.

**Table 2: Differences between Quantitative and Qualitative Research**

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers</td>
<td>Words</td>
</tr>
<tr>
<td>Point of view of researcher</td>
<td>Points of view of participants</td>
</tr>
<tr>
<td>Researcher distant</td>
<td>Researcher close</td>
</tr>
<tr>
<td>Theory testing</td>
<td>Theory emergent</td>
</tr>
<tr>
<td>Static</td>
<td>Process</td>
</tr>
<tr>
<td>Structured</td>
<td>Unstructured</td>
</tr>
<tr>
<td>Generalization</td>
<td>Contextual understanding</td>
</tr>
<tr>
<td>Hard, reliable data</td>
<td>Rich, deep data</td>
</tr>
<tr>
<td>Macro</td>
<td>Micro</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Meaning</td>
</tr>
<tr>
<td>Artificial</td>
<td>Natural setting</td>
</tr>
</tbody>
</table>

*Source: Bryman, 2016*
2.1.3 Advantages and Disadvantages of Quantitative and Qualitative Methods

While both qualitative and quantitative research methods are equally accepted, they both have their advantages and disadvantages.

Bryman states, quantitative research method allows researchers to trace fine details that are difficult to recognize and permits them to be consistent over time and with other researchers. Quantitative research puts emphasis on the causes of a phenomenon and the findings can be generalized beyond the confines in which the research was conducted. He continues to state that, quantitative research method is transparent hence the possibility of being replicated and similar results would be attained. However, quantitative research method fails to differentiate between people and social institutions from the world of nature, and the concepts are assumed rather than real. Qualitative research method is dependent on instruments and procedures which inhibit the connection between research and everyday life, whilst the scrutiny of relationships between variables creates a static view of social life that is autonomous (Bryman, 2016, p. 163-166, 392-399).

In qualitative research method interviewers are able to understand the phenomenon through the respondents hence Bryman states that it is the aspect of seeing through the eyes of the respondent. Qualitative researchers tend to be more detailed when reporting their findings unlike their counterparts in quantitative research. Qualitative research tends to show how events and patterns unfold over time hence conveying a strong sense of change and flux. Qualitative research does not restrain areas of scrutiny, and questions asked are fairly general not explicit. It uses very few data collection tools which intensify the opportunity of authenticity revealing respondents’ perspectives. Concepts and theories in qualitative research are inductively arrived at from the collected data. However, qualitative research findings rely on the researcher’s views on what is compelling and essential. It is difficult to replicate a study conducted using qualitative research since they are unstructured and reliant on the researcher’s inventiveness and there are no standard procedures to be followed. Findings in qualitative research are restricted meaning they cannot be generalized to other settings. Finally, in qualitative research it is hard to establish what the researcher did and how the study conclusions were arrived at, similarly the process of data analysis is often unclear (Bryman, 2016, p. 163-166, 392-399).

2.2 Research method

The research was realized entirely on primary data. Primary data collection approach comes in handy when a researcher wants to collect a large scope of information from respondents in an effective and efficient manner (Bell, 2014). The aim of the research is to explore stakeholders’ practices in destination branding, their attitudes, experiences and expectations of branding Mombasa. Therefore, the method applied is qualitative research method which allows for investigation of a phenomenon in its own natural social setting and collection of large amounts of data from highly knowledgeable respondents who view the phenomena
from diverse perspectives in order to gain intuition not possible using quantitative research (Ritchie, Lewis, Nicholls, & Ormston, 2013).

In addition, the author chose qualitative research because it gives the opportunity to develop rich contextual data, provide in-depth insight while being flexible which allows for additional data to be gathered and uses a few data collection tools which intensify the opportunity of authenticity revealing respondents perspectives (Bryman, 2016, p. 394). Qualitative data collection methods include: interviewing, participant observation, survey, documentary research, observation, focus groups, online, questionnaire, life history and oral history, diaries, photographs, films and video, conversation and discourse analysis (Bryman, 2016, p. 422-520; Ritchie, Lewis, Nicholls & Ormston, 2013; Mack, 2005).

2.3 Data collection Method
The data collection method applied is interviewing. Mack (2005) defines interviewing as a method of retaining and generating discussions with people on a topic and the interpretations which researchers make of the data form the essential part of interviews and interviewing. He goes further to state; interviews yield rich insights of people’s experiences, feelings, opinions, attitudes and aspirations; however researchers need to understand the dynamics of interviewing and the different methods of carrying out interviews. There are four types of interviews: structured interviews, semi-structured interviews, unstructured interviews or focused interviews and group interviews (Mack, 2005).

This study applied semi-structured in-depth interviews. Semi-structured interview questions are normally specified however the interviewer is free to inquire beyond the answers with the aim of standardization and comparability (Bryman, 2016, p. 468). The interview can be recorded by the interviewer with permission from the respondent; the interviewer can seek clarification and elaboration on the answers given (Mack, 2005). Semi-structured interviews allow respondents to answer freely without feeling obliged by the pre-formulated questions but still generate comprehensive, detailed, meaningful data (Mack, 2005).

The author conducted face to face interviews. Opdenakker notes that, in face to face interviews the interviewer has the possibility to create a good atmosphere for the interview and due to the contemporaneous nature; the respondent gives the interviewer a lot more extra information. The answers from the respondent in face to face interview are more spontaneous, and the interviewer has the power to control the interview. Face to face interviews provide social cues such as voice, intonation and body language while there is no significant time delay between questions and answers. Consequently in face to face interviews, the interview can be recorded, of course with permission from the respondent hence facilitating for accurate report (Opdenakker, 2006).
2.3.1 Participants in the study
Destination’s stakeholder is any individual, group or party that has an interest in the destination and the outcomes of its actions (Beritelli, 2011). The respondents in the research were chosen conferring to their roles in establishing a destination brand identity in the case of Mombasa. The participants include representatives from the local government, tourism enterprises, association of tour operators, association of hotelkeepers and caterers, ecotourism, air operators, travel agents, tourism fund, the local population and host communities in Mombasa, organizations/companies involved in tourism projects and supply of tourism services and products.

The importance of choosing divergent respondents from diverse organizations was administered in order to give definite context to the study and equip reliable and valid information to the research. The stakeholders chosen by the author are believed to be highly knowledgeable who view the phenomenon from diverse perspectives. Stakeholders are considered to have knowledge on planning, management, branding, branding procedures and implementation of operative marketing of a destination (Kotler, Burton, Deans, & Armstrong, 2015).

2.3.2 Procedure of choosing the participants
Purposeful sampling was used to recruit the participants, this means the research participants were selected based on; the organization and department they worked for which dealt with issues pertaining to tourism with direct reference to the research questions being asked. Bryman (2016, p. 410) states that, research questions administer guidance to what group of people need to be the target and therefore sampled.

In the beginning, a list of key players in the tourism industry in Mombasa was compiled by the author through search engines listing different key organizations and associations in the field. Further, the organizations and associations were approached through phone calls and emails; which were forthcoming; hence the author was referred to the relevant persons with experience to the study being conducted. The main objective of the interviews was to conduct a minimum of fifteen interviews, which is thought to represent the main population and for theoretical saturation to be achieved. However, Bryman (2016, p. 417) argues that it is futile to know how many participants should be interviewed before theoretical saturation is achieved. The main objective was achieved, further some of the participants proposed other participants with relevant experience to the research. This kind of sampling where respondents recommend other participants is referred to as snowball sampling (Bryman, 2016, p. 415). Eventually, the author had a total of eighteen respondents who agreed to participate in the study.
2.3.3 Data Collection Tools
The author employed several data collection tools: interview guide, telephone, pen, paper, audio recording instrument; in that case a laptop was used for recoding. Face to face interview method is discerned to be practical and flexible since it allows for mutual compromise between the interviewer and the respondent with an aim of creating a good atmosphere to acquire adequate information and ask follow up questions in a consistent manner (Opdenakker, 2006). All interviews were recorded, with permission from the respondents and taking notes which facilitated for accurate report when transcribing data collected.

However, Veal argues that recording of interviews could inhibit respondents. He goes further and states that taking notes without the help of audio recording can be tedious and some essential information might be left out (Veal, 2017).

2.3.4 Data collection Procedure
The author formulated a series of open-ended questions with the guidance of the literature in order to achieve the goal of the study. The interview guide was in English to avoid difficulties that may arise during data collection. The questions were further discussed with a few colleagues and friends to test their viability. Further the questions were later sent to the supervisor for approval, where some adjustments were suggested. The author made the required changes, sent the final draft to the supervisor. The final draft was thought to be functional and pliable, therefore approved.

Due to time constrain, the author did not conduct a pilot study. Van and Hundley (2001) state that, pilot studies suggest warnings where the main research project could fail, where protocols may not be followed, and whether the proposed methods and instruments are not suitable or irrelevant. Nevertheless, it is argued that pilot studies have the capability of making inaccurate predictions (Van & Hundley, 2001).

Prior to traveling to Mombasa, Kenya, the author contacted all the respondents in order to arrange meetings for the interviews. For validity of the study, the interviews were conducted with an introductory of the central terms “branding”, “Destination branding”, and “Stakeholders”, which set the bases of the study. The interview guide is divided in four subsets; demographic, branding, stakeholders and sub-questions (see Appendix 1). In order to conduct interviews and collect data without any constrains from the interview guide, the sub-questions were open and optional.

The respondents were asked to describe, define and explain, what, why and how different factors connect/interconnect to develop the destinations brand identity. All the interviews were recorded, and the author also took short notes.
2.4 Analysis method; Content Analysis

There are numerous well established and widely accepted analysis research methods used to analyse text data in qualitative research, these include: grounded theory, content analysis, ethnography, thematic analysis, historical research and narrative analysis (Bryman, 2016, p. 570; Hsieh & Shannon, 2005). Content analysis was the chosen method for analysing data collected in this study. Content analysis is a research method used to examine and decipher content in a text using systematized categorization progression by use of codes and themes (Hsieh & Shannon, 2005). Content analysis is a reduction of qualitative data with an attempt of naming crucial consistencies and meanings (Neuendorf, 2016). Content analysis is a method used to make sense, in a systematic way, of large amounts of content from interviews and documents (Elo & Kyngäs, 2008).

Once all the interviews were conducted, the recordings were then transcribed verbatim to written texts in word document. The texts were then reviewed by the author several times to a point of saturation, in order to get an understanding of data collected from the stakeholders. Further the author highlighted phrases and sentences that were relevant to the research questions and the aim of the study. The phrases identified were then transferred into a new word document to be condensed. The author further developed broad codes, line by line whilst applying constant comparison. Consequently, the author developed sub-codes from the broader codes after revising the scripts several times. Thereafter, the author put the codes together in different chunks and gave them the final codes that align with the aim of the research, questions, and relevant literature. There are three different approaches in content analysis that researchers can use: conventional, directed and summative (Hsieh & Shannon, 2005). The author applied directed approach which was thought to be feasible for the study. Directed approach magnifies a theory by observing data in an empirical field (Hsieh & Shannon, 2005). The approach conforms to the aim of the study.

2.5 Validity and Reliability

Several processes were carried out by the author to guarantee validity of the research. The chosen participants are representatives of a population and generalization of the conclusion of the study is external validity (Bryman, 2016, p. 41-42). The author put more considerations to validity of the study by carrying out more than fifteen interviews as thought to be the theoretical saturation number of interviews. The respondents come from the local government, tourism enterprises, association of tour operators, association of hotelkeepers and caterers, ecotourism, air operators, travel agents, tourism fund, the local population and host communities in Mombasa, organizations/companies involved in tourism projects and supply of tourism services and products.

The findings can be generalized, because the respondents have essential roles in the Mombasa tourism sector and their responsibilities in making resolutions, demonstrate their representativeness. Nevertheless, that is a decision to be made by the reader either to generalize the findings or not. The findings were further compared with the theoretical concepts by the author for validity purposes. Moreover, the author tried to avoid any chances
of being bias or any sort of error to ensure reliability to the fullest (Bryman, 2016, p. 41). The author was neutral when conducting the interviews and did not lead the respondents towards any preferred answers. The transcribed recordings from the interviews consisted of punctuations marks as expressed during the interviews such as full stops, and commas. Replication is an important issue when it comes to reliability. Similarly, the author read the texts several times, to identify the codes and themes to a point of saturation.

2.6 Ethical Issues
Ethical issues are paramount to any kind of research. Ethical issues can be divided into four main areas: whether there is harm to the respondent, lack of informed consent, invasion of privacy and deception (Bryman, 2016, p. 125). Participants were informed about the research prior to the interview session and were asked if they wished to participate in the study where they agreed. Before the start of any interview, the author requested for permission from the respondents whether to record the interviews or not. There were confidentiality clauses that had to be agreed up between the author and the respondents before the interviews commenced due to sensitivity of the information. Protection of the respondents’ identities; this means their names will not be revealed for privacy purposes or any kind of harm that may be inflicted by revealing their identities. Equally, the author entrenched the research questions with guidance from the literature in order to achieve the goal of the study.

2.7 Methodological Dilemmas
Methodological dilemmas are faced by most if not all researchers. During the study, some of the methodological dilemmas that were experienced include; respondents postponing their interview dates and time due to sickness or other commitments hence the author and the respondent had to reschedule some of the meetings.
3. Literature Review

3.1 Brand

The study takes its point of departure in the existing literature on branding, branding components, and the role of stakeholders in creating a tenacious brand for destinations. Branding is a powerful marketing tool used by organizations to their advantage in accomplishing competitive advantage in the marketplace, as it creates value for the producer and consumer (Keller, 2003). The literature review focal point is to define destination branding based on crucial theories of branding to administer a definition that is holistic. Given contemporary perceptions and practices, the definition of destination branding ought to be from a distinct assortment of branding theories and other concepts found in the literature. Stern (2006) defines a brand as

“…..a name or a mark that is associated with a product; in the mind, it denotes a mental representation, an idea or a consumer’s perception of psychological meanings…….” (p. 221).

Kotler and Gertner (2002) defined a brand as the impression projected by a product in the mind of a potential buyer and consumer. A brand is a group of aspects, emotions or images that consumers experience when they see or remember of a specific symbol, slogan, service, product, company or destination (Simeon, 2006). A successful brand identifies with a product of a particular organization as having a sustainable differential advantage representing a unique combination of elements and added values which take a relevant meaning that is linked to the brand awareness which is intuitive promising a unique and welcoming experience to the buyer or consumer (Aaker, 1996). Calder & Reagan (2001) assert that a brand is a process in which organisations name their products or services in an effort to make them more significant. According to Aaker (1991), the primary role of a brand is

“…..to identify goods or services of either one seller or a group of sellers and to differentiate those goods or services from those of competitors…..” (p. 7).

The value of a brand is derived from four utmost elements: brand awareness, brand loyalty, brand associations and perceived quality of the brand (Aaker & Joachimsthale, 2000). Further, Blain, Levy & Ritchie (2005), Alden, Steenkamp, J. b & Batra, (1999), Berry (2000) and Biel (1997) depict the attributes of a robust brand as having regular advertising and reinforcing differentiated brand message. Doyle (1989) affirms that branding attracts and retains customers by promoting image, value, prestige and lifestyle. In a nutshell, strong brands transcend normal product characteristics and establish a lasting emotional connection with the target audience leaving them with a positive impression.

Hankinson (2004) provides the most beneficial conceptual framework that relates to destination branding (see Figure 5 below), his projected framework is built around the concept of brand networks in which destination branding has four main objectives. The four essential objectives include: (1) “brand as a communicator”, “brands represent a mark of
ownership and a means of product differentiation manifested in legally protected names, logos, package designs and trademarks”; (2) “brand as a value enhancer”; (3) “brands relationship”; and (4) “brand as a perceptual entity”, which appeals to the buyer (Hankinson, 2004, p. 110-111). Further the model of place branding portrays a place/destination brand as a “relational brand network” (Hankinson, 2004, p. 114). The core brand is essential and has four classifications of brand relationship; consumer relationship, media relationship, primary service relationship, and brand infrastructure relationship that intensify the brand realism and experience (Hankinson, 2004). Figure 5 below shows the relational network of brands.

**Figure 5: The relational network of brands**

*Source: Hankinson 2004 p 114.*

Branding equips abundant supplemental functions for consumers and vendors. Subsequently a brand is a symbol, around which associates are built on (Holt, Quelch, & Taylor, 2004; Fournier, 1998), and a trademark is thought to be an essential element of branding. Many a time’s the brand or a trademark turns to be the central image of a destination. When creating a brand for a destination, it is important to have visitors’ perception and experience into
consideration. This is because the destination brand experience has a positive effect on ones values (Boo, Busser & Baloglu, 2009). Research indicates that even though consumers buy individual tourism packages, the whole visitor experience is what is effectively being purchased (Kozak & Rimmington, 2000).

3.2 Destination Branding
Destination branding is essential in the present destination management practice. Destinations are brand-able entities, if their characteristics can differentiate them from each other (Kavaratzis & Ashworth, 2005). An attempt to differentiate destinations has been on the rise in recent years as the struggle for customers, investors, resources and skilled work force becomes intense (Brohman, 1996; Jackson & Murphy, 2002). Moreover, all destinations across the world are striving for a place in the global economy. Little (2010) states that, Bangalore in India is facing rivalry from the neighbouring regions such as Delhi-Gurgaon, Noida, Pune and Hyderabad. On a global perspective, he continues to state that large cities tend to stand out both nationally and internationally, nevertheless they still find themselves caught up in the competitive framework giving examples of Shanghai and Guangzhou in China and Chennai a small city (Little, 2010).

Similarly, Lebanon is striving to recover its flourishing tourism industry that was shattered by the civil war, at the same time faced by intense competition from its neighbouring states such as Israel, Egypt, Jordan, Turkey, Greece, Syria and Cyprus who have focused more on tourism development as a channel of economic autonomy (Ladki & Dah, 1997). Henderson (2007) states that, the city state of Singapore strived to secure its place in the competitive global market by investing immensely in infrastructure, product development and rebranding the destination by the authorities, who continuously tried to amend, update and reinvent the destinations image.

Pike (2005) states that destination branding has been under researched yet tourists’ opportunities have broadened and destinations have resulted in increased substitutability and lack of differentiation. Further, Blain et al., (2005); Ritchie & Ritchie (1998) asserts that, the concept of destination branding has received less attention from researchers, whereas consumers perceptions could be used to measure destinations brands efficiency. South-east Asia is a major tourism hub prone to disasters that left the industry suffering immensely, however previous research on Asia does not suggest permanent solutions on how to rebrand and restore its image after the disasters (Avraham & Ketter, 2017).

There are studies on destination branding focusing on consumers; defining them as the differential effect (Keller, 2003). Nevertheless, Blain et al., (2005); Boo et al., (2009) state that, destination branding is intricate and existing literature is generally limited to image and logo design leading to the urgency of establishing a framework from components of branding theories and concepts. A destination brand is a name, slogan, symbol, logo, trademark, or other graphics that singles out and differentiates a destination by conveying assurance of a remarkable experience that exclusively correlates with the destination (Garcia, Gomez &
Molina, 2012); it also combines and strengthens the reminiscence of delightful memories of the destination experience (Garcia, Gomez & Molina, 2012; Ritchie & Ritchie, 1998). Table 3 below presents examples of destination slogans.

**Table 3:** Slogans of different Destinations

<table>
<thead>
<tr>
<th>Country</th>
<th>Slogan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>“Grand Canyon State”</td>
</tr>
<tr>
<td>Estonia</td>
<td>“Welcome to Estonia”</td>
</tr>
<tr>
<td>Greece</td>
<td>“Beyond words”</td>
</tr>
<tr>
<td>Ohio</td>
<td>“So much to discover”</td>
</tr>
<tr>
<td>Singapore</td>
<td>“New Asia Singapore”</td>
</tr>
<tr>
<td>Spain</td>
<td>“Everything under the sun”</td>
</tr>
</tbody>
</table>

Source; Own illustration, inspired by Kotler and Gertner, (2002).

Furthermore, a compelling destination brand gives guests a surety of quality experience, reduced guests’ search costs, and offers a way for destinations to institute a unique selling proposition (Blain et al., 2005). However, it is challenging for destinations since they attract a wide range of customer segments and the delivered products and services are usually customized. Destinations are multidimensional than consumer goods hence it is difficult to develop a logo, brand or trademark that represents a destination’s diverse range of natural resources, activities, amenities, accommodation, culture and built attractions in a concise manner (Pike, 2005). Bangkok brands itself as a medical destination; however the destination has abundant attractions that do not fall under the medical brand such as its renowned cuisine, cosmopolitan culture, historical architecture, temples and global aviation hub among others (Webster & Maneepong, 2009; tourismthailand.org). Hence the unique multidimensional characteristics of destinations require further brand strategy development approach (Hankinson, 2007).

A similar situation is observed in Algarve a city in Portugal that brands itself as a golfing city in order to differentiate from other destinations, however there are many other activities tourists engage in once at the destination; such as sun, sea and sand, birdwatching, surfing, diving, fishing, whale watching among others (Mendes, Do Valle & Guerreiro, 2011; Pereira, Correia & Schuts, 2015). Keller (2003), states that brand equity has elevated the significance of marketing strategies attracting managers and researchers attention. Brand equity is the overall utility that consumers place on a brand to distinguish from its competitors (Keller, Parameswaran & Jacob, 2011; Aaker, 1996; Farquhar, 1989).

Brand equity is a complex element that takes into account a lot of elements like customer perception, brand image, brand loyalty, brand awareness, brand identity, and brand association (Keller, 1993), (see Figure 6). Hence brand equity helps brands to gain importance and additional revenue as compared to its competitors. Brand equity comes from the tourism domain which is a destination brand performance measure (Callarisa, Garcia, Cardiff & Roshchina, 2012; Im, Kim, Elliot & Han, 2012; Hankinson, 2010; Keller, 2003). Therefore, brand equity does not only have to deal with tourist context but also involve other...
factors adding value to the brand (Teece, 2010). Figure 6 below shows elements of brand equity.

![Figure 6: Elements of Brand Equity](image)

*Source: Own illustration, inspired by Keller (1993)*

### 3.3 Branding components

The destination branding process revolves around five components (Morgan, Pritchard & Pride, 2007):

i. Vision and stakeholder management.
ii. Target customer and product portfolio matching.
iii. Positioning and differentiation strategies using branding components
iv. Communication strategies.
v. Feedback and response management strategies.

A vision is the starting point of any successful brand (Wood, 2000). By explaining the long-term goals of a destination brand to stakeholders, the coined vision may lead to a successful business outcome (Anholt, 2007; d’Angella & Go, 2009). A vision drives the brand proposition; therefore it is thought to be the beginning of a brand strategy (Merz, He & Vargo, 2009; Aaker, 2012). Ooi (2004) states that, the success of repositioning Singapore as a brand “New Asia Singapore” came from a detailed structure of the brand identity that involved a regional vision and strategy; knowing their stakeholders needs, perceptions and goals were in harmony with the host community.

Successful policies not only heighten the economic benefits but also harmonize culture, the brand, image, reputation, process, content, and infrastructure requirements (Stephens, 2009; Balmer, 2001). Therefore, destinations managers need to define and communicate the vision to all stakeholders in order to create a service oriented culture that will give it a competitive
advantage in the market (Pike, 2005; Hankinson, 2004). A vision is motivated by six interrelated key drivers (Hankinson, 2004). Table 4 below shows the key drivers of a vision.

Table 4: Key drivers of a vision

<table>
<thead>
<tr>
<th>Key drivers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>The tourism industry is dependent on services</td>
</tr>
<tr>
<td>Trade</td>
<td>Trade is linked to economic growth</td>
</tr>
<tr>
<td>Economic</td>
<td>Economic prosperity of the overall destination</td>
</tr>
<tr>
<td>Economic</td>
<td>Infrastructure translate to high revenue and investment opportunities</td>
</tr>
<tr>
<td>tourism</td>
<td>Is the second largest revenue earner</td>
</tr>
<tr>
<td>Retail</td>
<td>Domestic and international tourists</td>
</tr>
</tbody>
</table>

Source: Balakrishnan, 2009; edited by Author

Destination branding is intricate given the multidimensional characteristics of destinations and so are consumers’ needs and stakeholders’ conflicting interests (Hankinson, 2007). The important part of a vision knows the internal stakeholders needs and perceptions of the destination (Pike, 2005; Blain, Levy & Ritchie, 2005). Internal stakeholders include; the national and local government, tourism enterprises and their associations, financing institutions, employees, the local population and host communities at the destination and organizations involved in tourism projects and supply of tourism services (Go & Govers, 2000). Morgan, Pritchard and Piggott (2003) state that, it is not easy to come up with a vision within a diverse and egalitarian society; there was unity amongst stakeholders in New Zealand who had a collective will to see brand New Zealand succeed hence crafting a vision based on stakeholders values and consensus for the future of the destination. It is the duty of the local government to ensure that their goals are in harmony with the host community needs and expectations (Simpson, 2008; Pike, 2005).

Vision assimilation is essential as, the delivery of brand promises depends on how the host community translates the vision and delivers customer expectations (Simpson, 2008). In developing the Kerala tourism brand; the government funded different projects such revamping privately owned historical architecture that were converted to offer lifestyle tourism, showcasing fishing equipment and handcrafts, go fishing, visiting farms and offering homestays for visitors/tourists elevating the economy of the host community (Vasudevan, 2008). The government comprehend the success of tourism relied on involving all direct stakeholders and the host community; they are in line with brand when there is actual economic value (Vasudevan, 2008).

Destinations names have a past history that relates to the host community which can be positive or negative (Aaker, 2004). A positive history of a destination creates a differential advantage which is an intangible asset especially when differentiation is low while the negative past history discourage visitors (Buhalis, 2000). However, Buhalis (2000) asserts that destinations must counter negative perceptions from the past by pinpointing the cause of
it. Attempts to counter negative perceptions of different destinations were put in place and were successful.

Due to the long Communist era, Warsaw suffered from desolate and dreary image; in order to reinstate its image, marketers use the slogan “Warsaw-Back after a long break” (Warsaw Tourism Board 2019); Seychelles on the other hand disconnects its links/ties to sub-Saharan Africa and shun away from it by relating with different oceans disregarding their geographical proximity and belonging to Africa (Ketter & Avraham, 2010). Before the World Cup in Cape Town, visitors had a negative perception of South Africa as being unfriendly and unwelcoming which was attributed to the apartheid past, crime, corruption, civil-war, famine and disease; however after the World Cup, visitors had a positive image of Cape Town and the country as a whole as being safe, beautiful with friendly happy people (Knott, Allen & Swatt, 2012). Moreover, many destinations have limited budgets; hence the focus is on positive aspects and neutral destination identities in order to boost branding strategies (Pike & Page, 2014).

Destination’s products and services are integrated with the overall branding strategy based on existing resources such as Spain’s slogan “Everything under the sun” (Hankinson, 2004). Destinations that expand their portfolio to reduce the risk by increasing their target base and encourage loyalty (Balakrishnan, 2009). Many destinations combine portfolios (Hankinson, 2007) hence reviving themselves. Kerala Tourism Board did not just concentrate on Sun, Sea and Sand; they also did promote their unique culture, farm tourism, traditional architecture, fishing and fish watching, traditional Kerala cuisine, ethnic handcrafts, and wildlife among others (Vasudevan, 2008). Kerala is an enticing destination, which offers varying tourism properties in a somewhat small space (Vasudevan, 2008).

Destinations can re-brand themselves by incorporating or changing the dynamics by creating or including different activities. Buhalis (2000) states that, different segments perceive destinations differently hence positioning improves when destination image matches with the visitor’s needs, lifestyle, and experiences. A destination brand identity has to be in coherent with the consumers’ perception. Algarve brands itself as a golf city in order to differentiate from other destinations; most of the tourists visiting Algarve are golfers whom the destination identity matches their needs, lifestyle and experiences (Mendes, Do Valle & Guerreiro, 2011). Buhalis and Law (2008) affirm that, customization of destination’s products and services for specific segments, increases the chances of being successful in a crowded marketplace.

Brand identity gives a destination an image that differentiates it from its competitors through positioning statement (Morgan & Pitchard, 2004). A good positioning statement is based on consumers’ experience, which is straightforward that helps rationalize the decision process (Urde, 2003). Consumers’ decision making is influenced by their perception of a destination brand. Destination’s image triggers emotions, images associated with culture, history and heritage are the most crucial when differentiating destinations (Hankinson, 2004). Destinations should focus on a few attributes rather than having it all in order to have a competitive advantage in a crowded marketplace (Buhalis, 2000). In the U.S market, leisure
travellers consider Turkey as a good value for their money, with natural and unpolluted environment, as being a friendly country, pleasant and exciting (Baloglu & McCleary, 1999).

Destinations do not own vertical or horizontal elements of their product delivery, which makes it difficult to differentiate from their competitors (Balakrishnan, 2009). It has been argued that, newspapers, radio, television and magazines are thought to be more reliable than online platforms of advertising (Chan & Fang, 2007). New Zealand advertised its new brand “100% Pure New Zealand”, mainly through television and print magazines and was a success (Morgan & Prichard, 2004). However, consumers’ preference is word of mouth from family and friends when choosing destinations; once chosen, web-based resources are used to customize their needs (Buhalis & Law, 2008).

Destination managers should ensure the information out there regarding the destination is correct and up to date as it increases loyalty and word of mouth (Buhalis, 2000). In order to build a brand identity, it is important to have control on what is said by always having an updated website with the right information about the destination. People who travel for leisure are highly influenced by word of mouth because friends and family have greater perceived reliability (Callarisa, Garcia, Cardiff & Roshchina, 2012). Therefore destinations must have and maintain a standardized and correct representation of the brand at all times (Buhalis, 2000). Norway had a logo to for the nation; however it was not successful because the logo did not represent the image of the nation (Moilanen & Rainisto, 2009).

3.4 Destination Stakeholders
Destination’s stakeholder is any individual, group or party that has interest in the destination and the outcomes of its actions (Beritelli, 2011). Stakeholders in the tourism industry include; the national and local government, tourism enterprises and their associations, financing institutions, employees, customers, the local population and host communities at the destination and organizations involved in tourism projects and supply of tourism services (UNWTO.org, 2017; Go & Govers, 2000). Within the context of destination marketing, planning and development, collaborative destination management has become a crucial component of city governance (Wang & Xiang, 2007). As a result of transition from government to governance, local authorities were emboldened to become more strategic, developing and implementing public policies in partnership with key stakeholders in the industry (Bramwell, 1997). Over the years, tourism has been considered as an important impetus for urban transformation whilst local government agencies sought to increase the economic potential of tourism through partnerships (Jamal & Getz, 1995).

Partnerships in a broad sense is perceived to be an effective and efficient collaborative method of engaging stakeholders, however, it can be challenging to accommodate a considerable number of interests, further leading to conflict and power imbalance between stakeholders (Gretzel, Fesennaier, Formica & O’Leary, 2006; Crouch & Ritchie, 1999). These challenges are further aggravated within the framework of marketing and branding destinations as a result of the multifaceted and complex nature of urban cities (Göymen,
Therefore, planning and development within the tourism sector should respond to values of its stakeholders. As a result, partnerships between stakeholders and host communities should promote more efficient and effective forms of collaboration. In order to enable balanced representativeness between stakeholders in destination branding, engagement approaches are inevitable (Byrd, 2007).

Therefore, to enhance the nature of stakeholder participation, there is need for development of mechanisms to engage them (Jamal & Getz, 1995). Collaborative partnership arrangements have become apparent mechanism for local governance in organisations to earnestly engage stakeholders in social and economic decision-making processes (Ladkin & Bertramini, 2002). There are various partnership arrangements outlined by Baud and Dhanalakshmi (2007), which include multi-stakeholder arrangements, public-private sector partnership, and urban forums. Partnerships have become essential components in the delivery of tourism policies and for promotion of joint decision making, with the notion that such arrangements are good forms of governance, facilitating democratic empowerment and contribution to urban innovation and competitiveness (Pezzini, 2001). In the case of New Zealand, there was unity amongst stakeholders who had a collective will to see brand New Zealand succeed hence crafting a vision based on stakeholders values and consensus for the future of the destination, which led to the success of the brand (Morgan et al., 2003). During the preparation of 2010 FIFA World Cup in South Africa, event managers and other stakeholders united and worked together to make the mega event a success (Knott, Allen & Swatt, 2012).

While the potential of partnership arrangement to further participatory democracy is apparent, there are divided opinions on whether partnership modus operandi represents growth in urban city governance or disintegrates the local policy (Pezzini, 2001). Nonetheless, partnership approach has its own complications; strategy development in tourism is generally considered messy, emergent and actually a political process, concerned with communication and partnership between multiple stakeholders (Crouch & Ritchie, 1999). Strategies may lose coherence with stakeholders pursuing their own interests’ resulting to conflict of interest as the partnership struggles to combine all stakeholders’ interests thus disenfranchising instead of empowering stakeholders. The creation of a destination brand requires collaboration among stakeholders, however, this is not the case in Zimbabwe; there was conflict of interest between stakeholders which in turn affected the initiation and success of the brand negatively, whilst the brand did not convey assurance of a remarkable experience that correlated with the destination (Ndlovu, 2009).

3.5 Summary
Below are some theories and models that the author found most relevant to the investigation of Mombasa. Branding of destinations differentiate destinations from their competitors. It is also important to mention that destinations attract tourists, investors and skilled work force hence elevating its position in the market place. Branding gives a destination an image that tourists can relate with and draws them back due to the experience they had hence repeated
business. Branding components are the nitty-gritties of crafting a successful brand. The vision is the most important since it lays the foundation of what is to be achieved in the long run. However, it is also important to ensure the different expectations and interests of all stakeholders and host community are considered in order for the brand to be successful. It is important to understand how the destination is perceived by the outside world. In case of a negative perception, it is the duty of stakeholders to craft a slogan or a brand that would change visitor perceptions and attract them to the destination. The brand should encompass the entire range of its attractions at the destination in order to make the most out of it. Its slogan should be in line with the consumers’ experience. Last but not least, it is important to know and understand which channels of advertising the brand would reach a large number of potential tourists.
4. Empirical Findings

This chapter presents the empirical findings from the interviews conducted by the author. This includes the demographic variables, table of respondents, and the facts collected during the interview process in Mombasa.

The table below presents the demographical characteristics of the interview participants (table 5). The total number of respondents was eighteen. Of the eighteen interview participants, eleven were men and the other seven were women respectively. Both genders were not equally represented, more than half of the participants were men who hold senior positions in the tourism sector. 61% were men whilst the women represented 39% of the total share of interview participants. The average age of the interview participants was 43.3 years, whilst the average work experience in the industry was 18.1 years. Consequently the average interviews duration was 56.9 minutes. In terms of education, all the participants had more than three years of university education. Further, more than half of the participants had over 14 years of experience in the tourism sector.

Table 5: List of Interview Participants.

<table>
<thead>
<tr>
<th>Name</th>
<th>Gender</th>
<th>Age</th>
<th>Profession</th>
<th>Work Experience</th>
<th>Interview Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview 1</td>
<td>Male</td>
<td>46</td>
<td>Environment</td>
<td>20</td>
<td>75 minutes</td>
</tr>
<tr>
<td>Interview 2</td>
<td>Male</td>
<td>58</td>
<td>County Government</td>
<td>36</td>
<td>90 minutes</td>
</tr>
<tr>
<td>Interview 3</td>
<td>Female</td>
<td>40</td>
<td>Hotel Manager</td>
<td>18</td>
<td>55 minutes</td>
</tr>
<tr>
<td>Interview 4</td>
<td>Male</td>
<td>38</td>
<td>Tourism Fund</td>
<td>15</td>
<td>64 minutes</td>
</tr>
<tr>
<td>Interview 5</td>
<td>Male</td>
<td>50</td>
<td>Local</td>
<td></td>
<td>48 minutes</td>
</tr>
<tr>
<td>Interview 6</td>
<td>Male</td>
<td>43</td>
<td>Private sector</td>
<td>12</td>
<td>38 minutes</td>
</tr>
<tr>
<td>Interview 7</td>
<td>Female</td>
<td>38</td>
<td>Hotel Manager</td>
<td>14</td>
<td>56 minutes</td>
</tr>
<tr>
<td>Interview 8</td>
<td>Female</td>
<td>34</td>
<td>Local</td>
<td></td>
<td>40 minutes</td>
</tr>
<tr>
<td>Interview 9</td>
<td>Male</td>
<td>41</td>
<td>Travel Agency</td>
<td>17</td>
<td>45 minutes</td>
</tr>
<tr>
<td>Interview 10</td>
<td>Female</td>
<td>39</td>
<td>Private sector</td>
<td>14</td>
<td>55 minutes</td>
</tr>
<tr>
<td>Interview 11</td>
<td>Female</td>
<td>48</td>
<td>Travel Agency</td>
<td>26</td>
<td>60 minutes</td>
</tr>
<tr>
<td>Interview 12</td>
<td>Female</td>
<td>50</td>
<td>Marketing Agent</td>
<td>22</td>
<td>68 minutes</td>
</tr>
<tr>
<td>Interview 13</td>
<td>Male</td>
<td>35</td>
<td>Private sector</td>
<td>10</td>
<td>46 minutes</td>
</tr>
<tr>
<td>Interview 14</td>
<td>Male</td>
<td>40</td>
<td>County Government</td>
<td>12</td>
<td>41 minutes</td>
</tr>
<tr>
<td>Interview 15</td>
<td>Female</td>
<td>54</td>
<td>Private sector</td>
<td>30</td>
<td>84 minutes</td>
</tr>
<tr>
<td>Interview 16</td>
<td>Male</td>
<td>43</td>
<td>Hotel Association</td>
<td>16</td>
<td>40 minutes</td>
</tr>
<tr>
<td>Interview 17</td>
<td>Male</td>
<td>39</td>
<td>Travel Association</td>
<td>12</td>
<td>69 minutes</td>
</tr>
<tr>
<td>Interview 18</td>
<td>Male</td>
<td>43</td>
<td>Environment</td>
<td>15</td>
<td>51 minutes</td>
</tr>
</tbody>
</table>

Source: Own illustration
4.1 Qualitative Answers from the Interviews

This section presents briefly qualitative answers according to the interview participants of the study which composed of eighteen participants from the national government (Tourism Fund), local government (county government of Mombasa), environmental sector, and the private sector. The interviewees outlined their personal role in constructing Mombasa’s identity in their departments, challenges and interests.

The tourism situation and perception of Mombasa

All the respondents generally had a clear sense of the tourism situation in Mombasa. The senior tourism expert had vast knowledge about the tourism situation having being in the industry for thirty six years.

“Mombasa is a top long haul tourist destination in the world offering high end, diverse and distinctive visitor experience. It is one of the leading foreign exchange earners. The industry has been based on a wide array natural wildlife assets (the abundant wildlife living in their natural eco-systems in a well organised game-parks and reserves across the entire country), over 500 kilometre long all year warm sandy coastal beaches, a rich and diverse cultural heritage and products”.

Some participants mentioned that besides Mombasa being a tourist destination, for many years it has been a business destination. A participant commented:

“Mombasa is a robust, thriving business hub that attracts most of the East and Central Africa regional business. If we look back, Mombasa was a trading city dating back to the 12th century where the Portuguese, Arabs used to sail to the Island to trade...”

Instability

Although Mombasa being a top long haul tourist destination, it also faces a number of challenges. A participant made a remark stating that:

“It used to boom in the 90’s because we had a few facilities and was one of the few best beach destination. Come 2008 there was post-election violence that led to the decline of tourism. Shortly afterwards, there were rampant Al-Shabaab attacks in Mombasa”.

There was a lot of instability for a number of years where facilities and the industry at large incurred losses which led to a number of them closing down. However in 2017, the industry started recovering gradually.

“The destination started recovering in 2017. The larger share of our guests currently is the domestic market while the other is the international market”......
Marketing of Mombasa

The participants are well versed with the concept of destination branding. It was stated that:

“Destination Branding is a deliberate activity within the process of marketing a destination, whose purpose and aim is to promote the tourist destination. It involves building a linked brand as to give value to the desired destination, and ensure that tourists, site users or travellers can sustainably recognize, and identify and share the brand identity”.

To the third question; is there a branding unit for Mombasa County? Participants stated that there is no branding unit exclusively for Mombasa.

“There is No branding unit for Mombasa, what we have is a tourism marketing department”.

Consequently, a participant stated that there is no branding unit for Mombasa. The Kenya Tourism Board is in charge of branding the country. However, it is generic since Kenya has a wide variety of tourism components that are not located on one county or destination hence the marketing done by the Kenya Tourism Board for Mombasa is very shallow.

“...we do not have a branding unit at the moment, it is work in progress. What happens is, Kenya Tourism Board markets the whole country and the share that Mombasa gets is very minimal despite being the top destination in the country with no competitor. That is why we are working on creating specifically a branding department exclusively for Mombasa County”.

Underdeveloped

Mombasa’s potential has not been fully explored. There are many tourism components that have not been fully developed, which once explored fully would not only make the destination stand out locally but internationally hence the destination being sustainable.

“....there is a lot that needs to be embraced, such as culture and heritage, lifestyle, living freely, conference facilities which can be used by both locals and visitors. The residence of Mombasa comprises of all races hence being a neutral destination......Mombasa is described as a melting point which sells its self naturally. However there is need to fully develop our products to attract more numbers and increase sales”.

Concerning how the image of Mombasa is represented by organisations. The County Government ensures the destination is clean, safe and attractive.

“...we ensure that Mombasa is clean, secure meaning the security is top notch, and we also use theme colours on our buildings. So when one sees white and blue they automatically know that is Mombasa. We have decorated
the city by having animal sculptures in most junctions like Kibarani, Magongo, Makupa among others, planted trees hence making Mombasa more appealing to the locals and visitors. We are working towards partnering with stakeholders where we can showcase what Mombasa has so as the locals and tourists get to understand what the destination has to offer by having all information on one platform”.

To the sixth question, Mombasa is associated with sun and sandy beaches, with high end services and facilities that host and sustain tourism. It was stated that:

“Over time Mombasa has been associated with the beach, top notch services, high end facilities that attract tourists not just domestic but globally”.

**Stakeholders**

To the first and second question on stakeholders, it is important to understand who the stakeholders are and their role in the tourism industry of Mombasa according to the respondents. The tourism fund representative views the stakeholders as any organisation either directly or indirectly involved in the tourism sector.

“Stakeholders include the County and national Government, the private sector, attraction site managers, community, hotels, travel agency etc... the local communities benefit from the multiplier effect. Business owners do business with tourism operators. Travel agents facilitate movement. Hoteliers host the tourists. Training institutions train staff to work in the industry”.

Concerning the critical factors that are considered when crafting the destination brand by the stakeholders include; target market, services offered and quality, the experience intended to be portrayed and guest expectations. It was insinuated that:

“We look at the objective of the branding process and the vision of the destination. Most importantly we consider our target markets, the services we offer, quality of our services, the experience we want to offer and the guests expectations”.

In order to be successful, the brand has to be aligned with the overall brand vision and the strategic plan of the destination. Consequently it is important to know how.

“The brand supports the vision and the strategic plan. Nationally there is a blue print; we’ve been dependent on the national structure which is very generic, which does not help much. So we came up with our own vision. We have developed a ten year blue print for the County of Mombasa, addressing specific issues. The vision guides us and what to do and where we have gaps. The focus is on culture, heritage and how to develop them, where do we get the funds etc...”
Communication

The most commonly used methods of communicating or marketing Mombasa’s brand is through magazines, social media, internet, and expos. Multi-disciplinary reaches out to a wider range and variety of audiences, target groups and agencies. These methods are also perceived to be easy and affordable. The integrated campaigns addressed the first objective of rebuilding the destination image, and to the second which is driving sales.

“The government in collaboration with the private sector launched a series of programmes targeting the domestic market such as cultural festivals, events sponsorships, regional exhibitions and media advertising through the weekly Travel Diaries programme, “Tembea Kenya” on social media. Integrated marketing campaign included Media advertising such as Tourism features every Thursday of the week, Print advertising, electronic and online components on Nation media titled “10 places to visit in your lifetime........”

Consequently, for the international market there are different platforms used to market the destination. These include:

“Skal International Congress, flight magazines, conferences, internet, social media, Global electronic media advertising campaign with CNN and BBC covering Europe, participation in global exhibitions such as World Travel Market - WTM, International Travel Bourse – ITB and many more. The integrated campaigns addressed the first objective of rebuilding the destination image, and the second, of driving sales...”

Over the years the destination has been able to recover after the post-election violence, terror attacks, and insecurities.

“Mombasa has been able to bounce back even in the wake of terrorism.....”

Competitors and Lack of Unity among stakeholders

Mombasa faces competition from its regional competitors, but not other within the country. This is due to the fact that, it is the only beach destination in Kenya. Regionally, it is lagging behind due to lack of partnership between stakeholders. Some stakeholders market their own brands and not the destination brand. However the level of professionalism in Mombasa is very high due to superior hospitality training contributing to strengthening of the destination brand.

“Mombasa is doing well in the country but not regional. It is lagging behind, because of lack of unity between the local stakeholders. Major stakeholders in Mombasa market their own brands and not the destination. The level of
The success of Mombasa over the years is facilitated by improved security at the destination, availability of resources and facilities.

“...the major critical success factors are mostly because of improved security in the coast region and the welcoming nature of the local community leaving the guests feeling comfortable and welcomed hence impacting the image of Mombasa. Availability of resources, joint initiatives by players through associations such as SKAL, KATO, KCTA, and many others”.

Challenges

Mombasa faces a number of challenges. One of the major challenges is inadequate budgetary allocation of funds to market the destination. Need for additional marketing resources for major tourism markets recovery programme. The main objective is to mitigate the effects of the post-election violence, terror attacks through reassurance as well as diversifying source markets. The tourism sector plans to operationalize the Tourism Transformation Fund, finalize and gazette regulations, and develop disbursement criteria.

Development of key road networks serving key tourism circuits (Mombasa – Diani, Mombasa – Malindi dual carriage among others). The Air Growth Strategy will be implemented to maximize the air travel potential for Kenyan tourism. This is a facilitative policy to expand affordable local air travel, incentives for low-cost airline operators, and lobby for upgrade of airports. The county has the potential to be one of the top long haul tourist destinations in the world offering a high end, diverse and distinctive visitor experience. Subsequently, there is still lack of information about Mombasa, and competition within the country.

“Lack of adequate funding and allocation of resources for marketing the destination is the major hurdle we facing in Mombasa. Secondly, the roads connecting different destinations in Mombasa county need to be repaired and broadened... lack of information about Mombasa as a destination. We lack competition within the county, no facilities are coming up. No improvement of facilities. There is no room for new entries of facilities... Expensive beach front properties that discourage investors...”

Product Diversification

The focus over the years has been on safari and beach products which are no longer competitive hence the need to venture in to culture and heritage.
“The focus has been mostly on Safari and beach products which are not competitive, countries such as South Africa, Tanzania, Botswana, and Namibia continue to pile competitive pressures on safari products. While on the beach product, countries like Zanzibar, Mauritius, and Seychelles continue to offer competitive beach products with an increasing number of recreational activities like sport fishing, diving among others. Our beach product failed to keep pace. We are now working on diversifying our products to make the destination unique by incorporating culture, heritage and many other activities…”

4.1.1 Content Analysis of the Results
This section presents how the main categories were arrived at using content analysis of data collected from the interviewed participants. Table 6 below illustrates how some of the main categories were arrived at. Some of the main categories that repeatedly emerged from the interviews include: brand image, identity of Mombasa, success factors, positioning strategy, stakeholders’ involvement and their roles, image creation and considerations.

**Table 6: Content Analysis**

<table>
<thead>
<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
<th>Sub-category</th>
<th>Main Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>…………………Mombasa is a top long haul tourist destination in the world. …… offering a high end, diverse and distinctive visitor experience….</td>
<td>Mombasa is a top long haul destination, offering high end, diverse and distinctive visitor experience</td>
<td>Mombasa is a long haul destination offering quality, diverse and unique experience</td>
<td>Image/Identity of Mombasa</td>
<td>Brand image</td>
</tr>
<tr>
<td>Mombasa is one of the 47 counties of Kenya………. one of the oldest towns along the East African coast. ………Mombasa history can be traced back to the pre-colonial period</td>
<td>Mombasa is one of the 47 counties in Kenya and the oldest along the east African coast that can be traced back to the pre-colonial period</td>
<td>Mombasa is a county in Kenya and the oldest along the east African coast that existed during the pre-colonial period</td>
<td>Oldest and historical city</td>
<td>Identity of Mombasa</td>
</tr>
<tr>
<td>………there has been an impressive growth in the tourism sector in Mombasa. ……..This can be attributed to various factors political stability, the government has greatly invested in the security docket………… The</td>
<td>The tourism sector in Mombasa has grown impressively. This is attributed by political stability, investment in security and transport</td>
<td>Mombasa has seen great improvement in tourism lately due to political stability, improved security and transport</td>
<td>Political stability, security and good transport</td>
<td>Success factors/ infrastructure</td>
</tr>
<tr>
<td>Meaning Units</td>
<td>Condensed Units</td>
<td>Coding</td>
<td>Sub-category</td>
<td>Main Category</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>transport seems have improved over the years</td>
<td>Mombasa has a unique geographical location. The country requires a robust trade and investment portfolio to spread the economic benefits that come with this strategic position.</td>
<td>Mombasa has a unique geographical location which requires a robust trade and investment portfolio</td>
<td>Geographical location and a robust portfolio</td>
<td>Positioning strategy</td>
</tr>
<tr>
<td>…Mombasa offers authenticity in its value proposition through rich culture and unique environment.</td>
<td>Mombasa offers authenticity in its value proposition through rich culture and unique destination</td>
<td>It is authentic and rich in culture and unique destination</td>
<td>Authenticity, rich in culture and unique</td>
<td>Positioning strategy</td>
</tr>
<tr>
<td>…the industry is a source of employment to the local communities in Mombasa country. The jobs could be direct or indirect. In this way the locals are involved in the industry hence embracing it fully and being welcoming to tourists. The local communities who benefit from the multiplier effect.</td>
<td>Tourism offers employment to the local communities in Mombasa, both directly and indirectly. Hence embracing it fully and being friendly to the tourists</td>
<td>Tourism offers employment to the local communities in Mombasa.</td>
<td>Employment, local communities, good environment</td>
<td>Stakeholder involvement and roles</td>
</tr>
<tr>
<td>…as you know, tourism is a cycle. Business owners who do business with Tourism operators.</td>
<td>Business owners do business with tour operators</td>
<td>Business owners do business with tour operators</td>
<td>Collaboration between stakeholders</td>
<td>Stakeholder involvement and roles</td>
</tr>
<tr>
<td>Travel agents mostly facilitate movement of tourists. Hoteliers normally host the tourists.</td>
<td>Travel agents facilitate movement for tourists and hoteliers host the tourists</td>
<td>Travel agents facilitate movement and hoteliers host tourists</td>
<td>Movement, and accommodation</td>
<td>Stakeholder involvement and roles, Mobility</td>
</tr>
<tr>
<td>…training institutions who train staff to work in the industry and deliver excellent service to the tourists.</td>
<td>Training institution train staff to work in the industry and deliver excellent services</td>
<td>Staff are trained in institutions that equip them with the right skills to deliver high quality services</td>
<td>Training institutions, skills, high quality services</td>
<td>Stakeholder involvement and roles</td>
</tr>
<tr>
<td>…critical factors when creating a destination brand include: objective of the branding process. What is the destination target?</td>
<td>The critical factors when creating a brand for a destination include the objective of the branding process, the destination target</td>
<td>Factors to consider when crafting a brand include: vision, objective, target market, and the quality of service</td>
<td>Vision, objective, target market, quality of service</td>
<td>Image creation Considerations</td>
</tr>
</tbody>
</table>
niche is. The quality of service for the targeted market. …the vision of the Destination

<table>
<thead>
<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
<th>Sub-category</th>
<th>Main Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>…image of Mombasa we as stakeholders want to portray to customers and potential customers is: Mombasa as a unique hospitable and quality destination offering an outstanding experience.</td>
<td>Stakeholders of Mombasa wish to portray the city as a unique hospitable quality destination offering outstanding experience</td>
<td>Mombasa offers its customers unique, hospitable, quality and an outstanding experience</td>
<td>Unique, quality, hospitable, outstanding experience</td>
<td>Image / Identity</td>
</tr>
<tr>
<td>…there are several ways of how we market the destination. …. the most commonly used methods to communicate/market the brand is through: Expos, Skal International Congress, Exhibitions, Flight Magazines, Conferences, Cultural Dances, Competitions, Enactment of Policies and regulations to enforce the same….. such as cultural festivals, events sponsorships, regional exhibitions and media advertising through the weekly Travel Diaries programme on KTN</td>
<td>There are several ways of how we market the destination. The most commonly used methods used to communicate or market the brand is through Expos, Skal international Congress, exhibitions, flight magazines, conferences, cultural dances, competitions, enactment of policies and regulations.</td>
<td>The destination is marketed through Expos, Skal international Congress, exhibitions, flight magazines, conferences, cultural dances, competitions, enactment of policies and regulations.</td>
<td>Destination marketing</td>
<td>Marketing channels</td>
</tr>
<tr>
<td>…Mombasa over the years has been a top long haul tourist destination in the world offering high end, diverse and distinctive visitor experience. It is one of the leading foreign exchange earners. The industry has been based on a wide array natural wildlife assets</td>
<td>Mombasa is a top long haul tourist destination offering high end, diverse and distinctive visitor experience. It is the leading foreign exchange earners. The industry is based on a wide array natural wildlife assets (the abundant wildlife living in</td>
<td>Mombasa offers high end, diverse and unique visitor experience, it’s a the leading foreign exchange earner of the country with a wide variety of attractions and activities for its visitors</td>
<td>Diverse, unique, foreign exchange earner, variety of attractions and activities</td>
<td>Tourism situation and perception of Mombasa</td>
</tr>
</tbody>
</table>
(the abundant wildlife living in their natural eco-systems in a well organised game-parks and reserves across the entire country), over 500 kilometre long all year warm sandy coastal beaches, a rich and diverse cultural heritage and products

<table>
<thead>
<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
<th>Sub-category</th>
<th>Main Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>...Mombasa used to boom in the 90’s because we had a few facilities and was one of the few best beach destination, which was safe and had a lot to offer to its visitors …come 2008 there was post-election violence that led to the decline of tourism…. Shortly afterwards, there were rampant Al-Shabaab attacks in Mombasa, Likoni, Malindi, Mpeketoni…….</td>
<td>Mombasa used to boom in the 90’s because there were few facilities and one of the few best beach destination, which was safe and had a variety of attractions. In 2008, there was post-election violence which led to decline of tourism. Shortly afterwards, there were rampant Al-Shabaab attacks in Mombasa and its environs</td>
<td>Mombasa was at its peak in the 90’s due to few facilities and was among the few best beach destinations. It was safe and had a variety of attractions. In 2008, there was post-election violence and Al-Shabaab attacks followed</td>
<td>Post-election violence, Al-Shabaab attacks in Mombasa</td>
<td>Instability and insecurity</td>
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<tr>
<td>…there is a lot that needs to be embraced, such as culture and heritage, lifestyle, and living freely. The residence of Mombasa comprises of all races hence being a neutral destination……Mom basa is described as a melting point which sells its self naturally. However there is need to fully develop our products to attract more numbers and increase sales</td>
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<td>There are components of tourism that need to be explored, this include culture, heritage, lifestyle and living freely. The exploration of the above components would lead to increased numbers of guests and sales</td>
<td>Culture, heritage, and lifestyle</td>
<td>Underdeveloped</td>
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<tr>
<td>…..Mombasa is doing well in the country but not regional. It is lagging behind, because of lack of unity between the local stakeholders….. Major stakeholders in Mombasa market their own brands and not the destination.</td>
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<td>Stakeholders marketing their own brands instead of the destination brand collectively</td>
<td>Competition and lack of unity</td>
</tr>
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</table>
The level of professionalism in Mombasa specifically in the tourism industry is very high due to superior Hospitality training contributing to the strengthening of the brand.

<table>
<thead>
<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
<th>Sub-Category</th>
<th>Main Category</th>
</tr>
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<tbody>
<tr>
<td>This has been a problem over the years...... lack of adequate funding and allocation of resources for marketing the destination is the major hurdle we facing in Mombasa. Secondly, the roads connecting different destinations in Mombasa county need to be repaired and broadened........ lack of information about Mombasa as a destination. We lack competition within the county, no facilities are coming up. No improvement of facilities. There is no room for new entries of facilities. .... Expensive beach front properties that discourage investors</td>
<td>The problem has been lack of adequate funding and allocation of resources for marketing the destination. Secondly, the roads connecting different destinations in Mombasa need to be repaired and broadened. There is lack of information about Mombasa as a destination. We lack competition within the county, no facilities are coming up. No improvement of facilities. There is no room for new entries of facilities. Expensive beach front properties that discourage investors</td>
<td>Lack of adequate funding and allocation of resources for marketing. Poor infrastructure, lack of information about Mombasa and competition within the country. expensive beach front properties that discourage investors</td>
<td>Funding, resources, infrastructure, information, competition and incentives</td>
<td>Challenges</td>
</tr>
</tbody>
</table>

… over the years the focus has been mostly on Safari and beach products which are not competitive any more...... Countries such as South Africa, Tanzania, Botswana, and Namibia continue to pile competitive pressures on safari products. .... While on the beach product, countries like Zanzibar, Mauritius, Seychelles, and Maldives continue to offer competitive beach products with Over the years the focus has been mostly on Safari and beach products which are not competitive any more. Countries such as South Africa, Tanzania, Botswana, and Namibia continue to pile competitive pressure on safari products. While on the beach product, countries like Zanzibar, Mauritius, Seychelles, and Maldives continue to The focus has been on safari and beach products which are no longer competitive. We are now working on diversifying our products to make the destination unique by incorporating culture, heritage, activities such as increasing number of recreational activities like sport fishing, diving among Safari, beach products, culture, heritage, recreational activities Diversification of products
an increasing number of recreational activities like sport fishing, diving among others. Our beach products have failed to keep pace. We are now working on diversifying our products to make the destination unique by incorporating culture, heritage and many other activities.
5. Discussion

This chapter presents a cross-case analysis of empirical findings collected by the author. The empirical findings are compared and discussed in relation to previous studies in order to answer the research questions by using qualitative content analysis as aforementioned. After analysing the transcribed interviews, a list of codes were recognized which were further grouped into sub-categories and finally in to themes (see table 7 below). A comprehensive analysis of sub-categories revealed the following themes: (i) Destination branding; (ii) Community involvement and stakeholders’ unity; (iii) Diversification of products; (iv) Past history and positioning statement; (v) Communication; (vi) Challenges.

Table 7: Themes

<table>
<thead>
<tr>
<th>Themes</th>
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<tr>
<td>Destination branding</td>
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<tr>
<td>Community involvement and stakeholders unity</td>
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<tr>
<td>Diversification of products</td>
</tr>
<tr>
<td>Past history and positioning statement</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Challenges</td>
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Source: Own illustration

5.1 Destination of branding

In order to understand how branding is done in Mombasa, it is crucial to examine the relationship between branding strategy and the extensive conceptual beliefs that underpin the decisions that destination’s stakeholders make. Dewhurst & Thomas (2003) note that, city tourism branding is as a result of an intricate network of collaboration of the public, private, social, economic and environmental bellwethers. The relevance of stakeholders’ practices and attitudes are more important (Dewhurst & Thomas, 2003). The respondents defined branding as a deliberate activity within which the process of marketing a destination, its purpose and aim is to promote the destination, giving the desired destination value to ensure that tourists and site users can sustainably recognize, identify, experience and share the brand image of the destination. Drawing on the work of Keller (2003), branding is a powerful marketing tool used by organizations to their advantage in accomplishing competitive advantage in the market place, as it creates value for the producer and consumer.

By any means, destinations need to attract and retain visitors all year round to avoid reduced numbers that can be interpreted as decreased sales hence incurring losses. Destination Mombasa is a brand-able entity which, its geographical position and characteristics differentiate it from its competitors. This statement concurs with that of Kavaratzis & Ashworth, (2005) which suggests that destinations are brand-able entities that their characteristics differentiate them from each other. However, Fan (2006, 2010) argues that, a destination has an image with or without branding. Mombasa tries to differentiate its self from other destination by incorporating its unique culture and heritage, lifestyle, conference facilities to its branding package.
Similar to the research conducted by Henderson (2007), Singapore strived to secure its place in the competitive global market by investing immensely in infrastructure, product development and rebranding the destination by the authorities, who continuously tried to amend, update and reinvent the destinations image. The same can also be achieved by coining a destination brand, slogan or trade mark that singles out and differentiate the destination by conveying assurance of a remarkable experience that exclusively correlates with the destination (Garcia, Gomez & Molina, 2012). Slogans, trademark, and brands combined strengthen the reminiscence of delightful memories of the destination experience (Garcia, Gomez & Molina, 2012; Ritchie & Ritchie, 1998). Similarly, Mombasa needs to be branded separately as a destination, stakeholders ought to invest in infrastructure, product development and continuously amend, update and reinvent the destinations image.

5.2 Community involvement and Stakeholders Unity
In accordance to the literature, destination branding is a complicated affair given the multidimensional characteristics of destinations (Hankinson, 2007). Destinations have a myriad of stakeholders who tend to have conflicting interests, which Mombasa is not an exception. Beritelli (2011) states that a stakeholder is any individual, group or party that has interest in the destination and the outcomes of its actions: hence believed to be the backbone of a destination. The local community feels left out when it comes to matters of decision making and implementation of policies regarding Mombasa, hence conflicting with other stakeholders. As Simpson (2008) emphasized on the importance of vision assimilation, the delivery of a brand promise depends on how the host community translates the vision and delivers customer expectations.

Similarly, it was stated that, stakeholders market their own brands/entities instead of collaborating with other stakeholders to market the destination collectively as one entity. This aspect brings out the sense of lack of unity among stakeholders. Buhalis (2000) discusses this issue in the literature that, destinations face unique branding challenges due to the many stakeholders, conflict of interest, and little or no management control. Additionally, lack of unity among stakeholders has led to mushrooming of a number of associations representing different groups of stakeholders who further their own interests which is believed to be a recipe of disaster for the destination. Gretzel, Fesenmaier, Formica and O’Leary, (2006); Crouch and Ritchie, (1999) state that lack of collaboration between stakeholders is challenging because of considerable number of stakeholders interests, which in turn lead to conflict and power imbalance between stakeholders.

5.3 Diversification of Products
According to the diversification theory, destinations that expand their portfolio reduce the risk by increasing their target base and encouraging loyalty (Balakrishnan, 2009). Over the years, Mombasa has been offering beach products which are no longer competitive hence the need to venture in to culture, heritage, lifestyle, conference facilities and other tourism components that would give the city a cutting edge in the market place. Similarly, Hankinson (2007) shares similar sentiments by stating that, many destinations combine portfolios hence
reviving themselves. A similar scenario was observed when the Kerala Tourism Board did not just concentrate on Sun, Sea and Sand; they also promoted their unique culture, farm tourism, traditional architecture, fishing and fish watching, traditional Kerala cuisine, ethnic handcrafts, and wildlife (Vasudevan, 2008).

By offering more tourism components, Mombasa is able to expand its target market segment based on its existing resources, such as traditional architecture that dates back to the 12th century and traditional handcrafts. Buhalís (2000) states that, different segments perceive destinations differently hence positioning improves when destination image matches with the visitor’s needs, lifestyle, experiences and expectations. Mombasa’s brand image has to be in coherent with the consumers’ perception of the city. On the other hand, Mombasa can also customize some of its products and services specifically to suite a specific target group to increase chances of being successful in a crowded marketplace, Buhalís and Law (2008) share similar sentiments.

5.4 Past history and positioning statement
Destinations names have a past history that relates to the host community which can be positive or negative (Aaker, 2004). In the case of Mombasa, the island is somewhat associated with post-election violence that hit the destination in 2008 whilst Mpeketoni is associated majorly with terror attacks that followed after post-election violence hence giving the destination a negative image. Buhalís (2000) states that a negative past history of a destination discourages prospective visitors; destinations must counter negative perceptions from the past by pinpointing the cause of it and implementing countermeasures. One respondent stated that, the government in collaboration with the private sector launched a series of marketing programmes to counter the negative image both locally and international through social media, expos, magazines and the internet. It was stated that, multi-disciplinary reaches out to a wider range and variety of audiences, target groups and agencies. These methods are also perceived to be easy and affordable. It was stated that the integrated campaigns addressed the first objective of rebuilding the destination image, and driving sales.

Brand identity gives a destination an image that differentiates it from its competitors through positioning statement (Morgan & Pitchard, 2004). “Tukutane Mombasa” and “Mombasa Raha” are slogans commonly used to market Mombasa which mean “Lets meet in Mombasa” and “Mombasa is full of happiness”. Mombasa is perceived to be luxurious destination that is relaxed, friendly and welcoming. Hankinson (2004) emphasizes that, consumers’ decision making is influenced by their perception of a destination brand whilst the destination’s image triggers emotions, and images which are the most crucial when differentiating a destination.

5.5 Communication
In the literature, there were five key aspects found and discussed which are essential when marketing a destination; “vision and stakeholder management”, “target customer and product portfolio matching”, positioning and differentiation strategies”, “communication strategies”, and “feedback and response management” (Morgan, Pritchard & Pride, 2007). According to the gathered empirical findings, Mombasa is not marketed in consideration of the above mentioned aspects from the literature. This is because, the marketing strategy applied is
generic. Wood (2000) explains that, a vision is the starting point of a successful brand; Mombasa does not have a vision of its own, its dependent on the national vision and strategies. This in turn makes it difficult to explain the long-term goals of the destination to the stakeholders hence the rise of conflict of interests and lack of unity.

Mombasa is marketed by the Kenya Tourism Board through the most commonly used methods as mentioned by most respondents; magazines, social media, internet, and expos. However the Multi-disciplinary reaches out to a wider range and variety of audiences, target groups and agencies. These methods are perceived to be easy and affordable due to inadequate budgetary allocation of funds to market the destination. The integrated campaigns addressed objectives such as rebuilding the destination image, and driving sales. These marketing methods enabled the destination to recover though not fully after the post-election violence, terror attacks and insecurities. Balakrishnan (2009) states that destinations do not own vertical or horizontal elements of their product delivery, which makes it difficult to differentiate from their competitors.

Drawing from the literature, Buhalis (2000) illustrated that managers should ensure the information out there regarding the destination is correct and up to date as it increases loyalty and word of mouth. This is not the case concerning Mombasa; there is still lack of information about Mombasa hence the need of creating a one stop platform that contains all the attractions and facilities that define and identify Mombasa. Similarly, it was stated that in order to build a remarkable brand image, it is important to have control on what is said by always having an updated website with the right information about the destination. People who travel for leisure are highly influenced by word of mouth because friends and family have greater perceived reliability (Callarisa, Garcia, Cardiff & Roshchina, 2012). Therefore destinations must have and maintain a standardized and correct representation of the brand at all times (Buhalis, 2000).

5.6 Challenges
Just like any other destination, Mombasa faces a number of challenges. One of the major challenges is inadequate budgetary allocation to market the destination. These findings concur with those of Pike & Page, (2014) which suggests that many destinations have limited budgets; hence the focus is on positive aspects and neutral destination images in order to boost branding strategies. Similarly, Mombasa has been focusing on marketing the destination as a beach destination, side-lining the need to market the city as a safe destination. However the county government has been on the forefront in ensuring that the city is secure for both the locals and the tourists. Secondly, there is lack of proper infrastructure. Mombasa needs to revamp its infrastructure in order to secure its place in the market, just like Singapore strived to secure its place by investing immensely on infrastructure (Henderson, 2007).

On equal measures, Mombasa faces competition from its regional competitors such as Zanzibar; the two destinations offer similar products hence the need for Mombasa to
diversify its products and come up with measures to differentiate itself from its competitors. Morgan and Pritchard (2004) concur with the thought; destinations need to portray a more unique identity. Additionally, Mombasa is lagging behind due to lack of partnership between stakeholders. Ladkin and Bertramini (2002) emphasize on collaborative partnership arrangements which have become apparent mechanisms to engage stakeholders in social and economic decision making processes. By so doing, it is possible to revamp the tourism industry in Mombasa. Moreover, partnerships have become essential components in the delivery of tourism policies and for promotion of joint decision making in all major destinations, with the notion that such arrangements are good forms of governance, facilitating democratic empowerment and contribution to urban innovation and competitiveness (Pezzini, 2001).
6. Conclusion and Recommendation

In this part of paper, the researcher presents the conclusion and step by step approach for branding the destination is suggested. Thereafter recommendations for further research would be proposed.

This paper was concerned with examining the local stakeholders’ practices in destination branding, attitudes, experiences and expectations of branding the city of Mombasa. The objective of the research was to comprehend the impact and significance of stakeholders’ practices. Further, the research sought to highlight issues concerning stakeholders’ practices in destination branding and the scope to which partnership between stakeholders can facilitate a robust brand of the destination. The findings suggest that, there are gaps in the tourism industry of Mombasa that need to be addressed in order to revamp the industry fully. These include; lack of partnership between stakeholders, lack of branding the destination collectively, political instability in the past and insecurity, poor infrastructure, lack of adequate funds for marketing the destination, need for product diversification, lack of proper and current information regarding attractions and the current situation in Mombasa, and need for a one stop platform about Mombasa.

For a destination to be successful there is need for collaboration and partnership between the stakeholders’. In the case of Mombasa, the dominant issue is lack of collaboration and partnership amongst stakeholders’, hence, leading to more problems at the destination. Although, authentic stakeholders’ engagement in destination branding is still a relatively new concept, as manifested in Mombasa, authentic engagement is possible through partnerships. This supports Ladkin and Bertramini (2002); Pezzini (2001), who advocate for collaborative partnerships in the delivery of tourism policies, joint decision making, marketing and branding strategy of destinations. In order to provide theoretical and practical contribution, the author was able to achieve the purpose by intensively reviewing the literature review and data collected from the interview participants of Mombasa, which was further analysed using qualitative content analysis.

Collaborative partnership for destination management has become apparent mechanism for local governance in organisations to earnestly engage stakeholders in social and economic decision-making processes (Ladkin & Bertramini, 2002). Although partnership in a broad sense is perceived to be an effective and efficient collaborative method engaging all stakeholders, it can also be challenging to accommodate a considerable number of interests, further leading to conflict and power imbalance between stakeholders (Gretzel, Fesenmaier, Formica & O’Leary, 2006; Crouch & Ritchie, 1999). These concerns were evident in the case of Mombasa, where there was no partnership or any kind of collaboration between the stakeholders in the tourism industry. Further, the engagement of stakeholders working towards a shared goal only exist if the stakeholders came from the same association for instance, the Kenya Association of hotel keepers which comprise of members exclusively from the hotel industry. The suggestion here is that, the country government as the central
stakeholder and policy maker should take the mandate to initiate building partnerships with all stakeholders in Mombasa.

The second phase would be uniting the stakeholders, understand their interests however many but essential, similar sentiments were shared by Ooi (2004) who emphasized on knowing and understanding the stakeholders needs, perceptions and goals were in harmony with the host community. The county government would then have to implement appropriate models, defining public policies that encapsulate all stakeholders’ interests which is the roadmap for the success of the destination. This supports Simpson (2008); Pike (2005) who accentuate, it is the duty of the local government to ensure that their goals are in harmony with the host community needs and expectations. Consequently, Stephens (2009); Balmer (2001) illuminate that successful policies not only heighten the economic benefits but also harmonize culture, the brand, image, reputation, process, content, and infrastructure requirements. Further through stakeholders’ partnership, coin a vision for the future of the destination which explains the long-term goals of the destination. This would then be communicated to all stakeholders in order to create a service oriented culture that will give the destination a competitive advantage in the market place and may lead to successful business outcome.

Crafting the destination brand would be the next phase. Merz, He and Vargo, (2009); Aaker, (2012) indicate that, a vision drives the brand proposition; therefore the beginning of a brand strategy. The brand has to reflect the authentic identity of the destination. In addition, vision assimilation is essential, as the delivery of brand promises depends on how the host community translates the vision and delivers customer expectations (Simpson, 2008). Equally there is need for market research and knowing the target segment hence adjusting the brand to their liking. Consequently, there is need to know what marketing channels to be used in order to reach the respective target market. Last but not least, the consumer perceptions will be used to measure the destination’s brand efficiency.

6.1 Further Research
The aim of this research study was to explore stakeholders’ practices in destination branding, their attitudes, experiences and expectations in branding Mombasa. Therefore, the need for more respondents from all representative groups is obvious in order to consolidate their practices more. Based on this research, there is need to research more on the history of Mombasa in order to have a clear image of the city.
References


Little, S. (2010). In the shadow of Bangalore–place branding and identity for Chennai.


Appendix

Interview Guide

Destination Branding; Case of Mombasa

Introduction

I am a Masters student in the department of Tourism, currently conducting a study on destination branding of Mombasa. Under the auspice of Södertörn University, the aim of the research is among others, to explore the role of branding, stakeholders’ attitudes, experiences and expectations of branding Mombasa. The main purpose of this study is to contribute in theory of the studied field and practical application for Mombasa.

Brand identity is the main element of a brand (in a city context of Mombasa: heritage sites, historical, sun & sea, cultural, social, political aspects, DMOs etc.) that together identify and differentiate the brand in consumers mind.

Destination branding is selecting all the above mentioned elements of a brand, analysing them and choosing the main elements or encompass all in order to identify and distinguish the destination (Mombasa) through positive image building.

Destination’s stakeholder is any individual, group or party that has an interest in the destination and the outcomes of its actions.

Questions

Section 1; Demographic Variables

Gender:

Age:

Position:

Nature of business/field:

Work experience:

Section 2: Branding

1. Describe in detail the tourism situation in Mombasa.
2. With regards to destination marketing, how would you define the concept of destination branding?
3. Is there a branding unit/department for Mombasa?
4. Who are the members of the unit/department?
5. In your own opinion, what does the Mombasa brand/image represent?
6. Is your organization applying the concept of destination branding in branding Mombasa? And How?
7. What are the key differentiators of Mombasa, relative to its competitors?
8. To the best of your knowledge, how would you describe Mombasa positioning strategy?

**Section 3: Stakeholders**

1. Briefly describe who the tourism stakeholders in Mombasa are, and their roles?
2. Which procedure is used when crafting the destination brand?
3. In your own view, what are the critical factors that are considered when crafting the brand?
4. What image of Mombasa do you intend to portray to your customers and potential customers?
5. In a few words, does the brand support the overall vision and strategic plan of the destination? And How?
6. Was the brand pre-tested to ensure it clearly and accurately reflects the desired image and experience of the destination?
7. Briefly describe the most commonly used methods to communicate/market the brand?
8. To the best of your knowledge, why are those methods of communication used?
9. To what extent do you feel you have been successful in creating a desired image?
10. How do you measure the visitors’ perception of the destination?
11. Briefly describe how competitive is Mombasa’s brand position against its competitors such as Zanzibar?
12. What are the major critical success factors used for branding and positioning Mombasa?
13. In your own opinion, what challenges do you face during the process?
14. How often should the Mombasa tourism brand status be reviewed?

**Sub-questions**

1. In your own opinion, what do you think are the perceived constraints and opportunities relating to branding and positioning Mombasa?
2. Could you explain briefly your years of experience as an active stakeholder in destination branding of Mombusa?
3. What is the level of awareness and attitudes of stakeholders towards destination branding?
4. In your own view, is there adequate allocation of resources for marketing Mombasa?
5. What is your future plan for branding and positioning the destination?
6. Do you have any additional comments that you wish to add?

Thank you in advance.

Sharon Mwamburi.